

**NATIONAL CONDOMINIUM TRAINING  
AND TECHNICAL ASSISTANCE PROGRAM - ROMANIA**

**Recommendations for Location and Coordination  
of National Project Office and  
Regional Training and Technical Assistance Centers**

Prepared by

Carol Rabenhorst  
The Urban Institute  
2100 M Street, N.W.  
Washington, D.C. 20037

&

Antonia Sanders  
PADCO, Inc.  
1025 Thomas Jefferson Street, N.W., Suite 170  
Washington, D.C. 20007-5209

UI Project Nos.

06283-123-00

&

06610-802-00

October, 1996

Prepared for

East European Regional Housing Sector Assistance Project  
Project 180-0034

U.S. Agency for International Development, ENI/EEUD/UDH  
Contract No. EUR-0034-00-C-2034-00, RFS No. 123

&

## **I. Background**

The purpose of this trip was to identify NGOs to collaborate with the Urban Institute in its efforts to establish a nationwide training and technical assistance program in condominium formation and operation. Carol Rabenhorst of the Urban Institute and Antonia Sanders of PADCO visited Romania from August 25 through September 5, 1996, to perform the following tasks:

1. Determine which cities are best suited for regional centers, and which city should be the site of the national project office;
2. Meet with potential national project directors and regional coordinators;
3. Meet with local institutions in various regions in the country and assess their potential for enhancing project sustainability, leveraging administrative and training capacity, and utilizing existing technical skills; and
4. Identify potential trainers in each region.

Ms. Rabenhorst and Ms. Sanders discussed the program with representatives of numerous donor agencies and NGOs and with individuals located in a number of cities, in order to obtain recommendations about possible organizations and individuals with whom to collaborate, and to determine the capacity of the organization or individual to assume a role in the national program.

They also met with Roberto Figueredo of USAID/Bucharest on August 26 to brief him on the background of the condominium project and the purpose of their trip. A second meeting was held on September 3 with Mr. Figueredo, Scott Johnson, and Bonnie Walter, primarily to discuss the viewpoint of USAID/Bucharest on the strategic and implementation framework of the condominium program, and the respective roles of USAID/Bucharest and USAID/Washington in carrying out the program. A final debriefing was held with Mr. Figueredo, Mr. Johnson, and Ms. Walter to discuss the preliminary results of the trip.

## **II. Summary of Meetings**

8/26/96

*Pro Democracy - Cornel Traznea*

We met with Cornel Traznea, head of the national coordinating office of the Pro Democracy network, which is located in Bucharest. He provided general information

and written materials on both Pro Democracy and Dialog, for which Pro Democracy is the sponsor.

Pro Democracy receives funds from a number of sources, including the national Democratic Institute, EU Phare, the Westminster Foundation, and the Dutch Embassy.

Pro Democracy has programs relating to civic participation, elections, and lobbying, and has or plans to have offices in Constanța, Resice, Timișoara, Oradea, Cluj, and Craiova, as well as Bucharest.

Dialog is a citizen participation organization which is financed primarily by the German Marshall Fund. Its primary aim is to increase citizen involvement in solving community problems, focusing on the relationship between citizens and their local governments. There are Dialog “clubs” in 42 cities and 35 counties in Romania. Less than half of these have actual offices, which are usually supplied by the City Hall but not located in the City Hall.

Anca Pantea is the national coordinator of the Dialog program. Her office is in Brașov. (See Meeting Notes of 8/29/96.)

8/27/96

*Foundation for the Development of Civil Society - Ancuța Vameșu*

Ms. Vameșu described the role of the Foundation as a funding source for Romanian NGOs. It intends to become a source of assistance for NGOs through resource centers, which will assist NGOs on a local, regional, or sectoral basis. Although the Foundation has had this intention for some time, at present, the Foundation has no offices outside of Bucharest, and no resource centers have been established. Ms. Vameșu does not know when there will be local or regional resource centers or where they will be located.

Ms. Vameșu suggested that UI develop a partnership with UNAL (the national Union of Tenant Associations), to which the Foundation has provided funds for a training program, recommending its lobbying and training programs.<sup>1</sup>

*Foundation for Local Development and Public Services - Ana Vasilache*

---

<sup>1</sup> UNAL's members are Tenant Administrators, a position established by the state in 1977 to maintain state-owned housing; they collect and account for tenants' payments to service providers. The Tenant Administrators see themselves as adversaries of both service providers and the local governments, and many residents do not trust them because accounting irregularities have been common in the past. In any case, the Tenants' Administrators will be superseded by owners' associations once the Housing Law is passed. For these reasons, we do not consider UNAL or Tenants' Administrators to be appropriate partners for the condominiuming and technical assistance program.

Toni Sanders met with Ana Vasilache, who attended the Habitat training course<sup>2</sup> and has participated in several other training courses offered through various donor programs. Since May 1996, the Foundation has had financial support from the Soros Foundation to open an office. Ms. Vasilache expects the office to open around October 1 in space provided by and shared with the Institute of Architecture. The Foundation intends to work with the Institute in community planning and development. It currently employs two full-time staff members (including Ms. Vasilache) and one part-time financial expert.

Ms. Vasilache identified two individuals who are affiliated with the Foundation who attended Habitat training courses, and who were participants in Training of Trainer activities. One of these, Elena Porumb, is a trainer who lives in Cluj.

Ms. Vasilache had provided a list of names of other Habitat-trained persons who are members of the Foundation to Cicerone Stan for his initial reconnaissance of prospective program resources. (See Annex A.)

*Mayor of the City of Foc\_ani - Nicolae La\_can*

Carol Rabenhorst traveled to Foc\_ani to meet with the team of experts there to wrap up administrative matters relating to the interim training program, and to meet with Mayor Nicolae La\_can. Mayor La\_can, the only mayor in a demonstration city who was re-elected, expressed his continuing strong support and commitment to the condominium program. He said he would make the city's resources (including office space) available to us if we would continue to use Foc\_ani as a regional site. We explained that we were looking at other cities in the region as well, but would give careful consideration to Foc\_ani because of his support and the strong team of experienced experts there.

---

<sup>2</sup> Apparently Habitat has organized a training program for participants from a number of countries to come to the U.S. and learn training techniques.

8/28/96

*Cooperative Housing Foundation - Matthew Lovick (Timi\_oara)*

CHF has established an office in Timi\_oara as an OCDC Regional Development Office for nonprofit and for-profit cooperative organizations in all sectors. In addition to their housing management program, their primary activities are in agri-business, senior citizen social services, and privatization activities involving various state-owned enterprises (an orphanage, a supermarket, and the Opera House are current projects). Matthew Lovick is the resident project director.

The housing management component of the CHF program works with FALT, the Federation of Tenants' Associations of Timi\_oara, a sub-group of UNAL. FALT provides management services under contract with participating owners; at the present time it has a total of 250 units (apartments) under management. CHF gave start-up funds to FALT to enable it to set up an office and pay salaries for two months until it became financially self-sufficient by collecting fees from owners of apartments it manages. Mr. Lovick said the primary role of FALT (as a sub-group of UNAL) is to act as an advocacy group on behalf of the residents in regards to the regia, and that there is an inevitable adversarial relationship between FALT and the local government because of FALT's activities against the city-controlled service providers. (See footnote 1.)

CHF's role is training FALT to deliver property management services, and to enable FALT members to give training to tenants' association administrators. To date, FALT has made no effort to organize owners' associations or to change the tenants' association structure, but will prepare and file conversion papers when the law requires. According to Mr. Lovick, people in Timi\_oara are unaware of the advent of the condominium law. CHF expects the project to generate private sector competition through administrators who will leave their jobs with tenants' associations and become private entrepreneurs.

CHF has capitalized a \$50,000 revolving loan fund, administered jointly with FALT, to make loans to individual owners for improvements to their apartments. The first 9 loan commitments to apartment owners have just been made. There will be a maximum of 25 loans. The loans are for 18 months at 10% interest (indexed to the dollar).

Mr. Lovick said there is little organized NGO activity in Timi\_oara. Soros and Pro Democracy share an office and a part-time staff person who is rarely present; Soros-funded activities are handled out of Bucharest. Washington State University has a Center for Business Excellence in Timi\_oara.

We agreed the we would continue to exchange information, and would notify him of training efforts there so we could involve the FALT people with whom he works.

Mr. Lovick offered us the use of CHF's facilities for programs we might offer in Timi\_oara. Because of FALT's association with Tenant Administrators and its approach to service providers and local governments, it would not appear to be appropriate for this group to collaborate more directly with the condominium program.

8/29/96

*Pro Democracy and Dialog - Anca Pantea and Mircea \_a\_a (Bra\_ov)*

The Dialog office in Bra\_ov is the national headquarters of the organization. Anca Pantea is the director of the program. Mr. \_a\_a is the president of Pro Democracy. The two organizations share a one-room, fully equipped office which is very cramped.

The purpose of the Dialog program, which was started in Poland 5 years ago, is to encourage and facilitate communication between citizens and the local government through education and collaboration. Dialog's other offices in Romania are in Sibiu, Slobozia, Alexandra, Miercurea Ciuk, and Foc\_ani. These offices have at least one full-time staff person, and are also shared with Pro Democracy.

Ms. Pantea said that the Dialog staff has been aware of the condominium program in Bra\_ov from its inception. Dialog worked with condominium experts Cicerone Stan and Mihai Preda, and participated in public information radio broadcasts. In Miercurea Ciuk, where a Dialog office is located, two tenant associations have initiated procedures to become condominiums. Ms. Pantea said that condominium materials should be distributed at the grassroots level, and that Dialog would be happy to assist with this effort.

Dialog works with citizens to identify problems in their districts, offers advice, and attempts to find solutions. Dialog offers training courses in conflict resolution. The organization has a good relationship with City Hall in locations where it is active.

Ms. Pantea said Dialog's involvement in the condominium program would be natural, because of the grassroots component of setting up condominiums in all buildings throughout the country. She suggested organizing contests to entice buildings to organize rapidly.

*Mayor of the City of Bra\_ov -Iaon Ghise*

Mr. Ghise is the recently elected Mayor of Bra\_ov. He stated that he was fully informed about the condominium program and strongly supports its efforts and goals.

He said in particular he appreciates the positive effect the program has had on the relations between the regia and the residents. When the law passes, he will designate Cicerone Stan as the contact for citizens needing assistance with conversion of tenants' associations to owners' associations.

Mayor Ghise said that the city is currently facing two types of problems. The first is a lack of financial resources. This is partly due to the fact that the central government does not fulfill its financial obligations to Romanian cities and towns. The leaders of the central government and the county prefect are all of the same party and block the City Hall from receiving funds. Currently, the government owes the City 5 billion lei, but there is no legal remedy which the City can employ in order to force the government to fulfill its obligations. The Mayor said that Bra\_ov's other major problem is that most citizens are unaware of the roles of institutions with regard to specific problems, and a decentralized system must be created and proceedings must be established based on subsidiaries. It is his goal to have City Hall be transparent, so that the citizens can understand the rules and roles of public institutions.

City Hall's main concerns right now are re-paving the streets, improvement of lighting in public places, overall cleaning of the city, heating the buildings, and cleaning the public markets.

8/30/96

*Mayor of the City of Oradea - Mihai Sturza*

Carol Rabenhorst traveled to Oradea to complete administrative matters relating to the interim training program, and to meet with the new mayor, Mihai Sturza. The mayor had little personal knowledge about the condominium program but, coincidentally, had just come from a meeting with Mircea Ciumara, the head of his political party and the chairman of the Committee for Public Administration of the House of Delegates, the committee then hearing the Housing Law. Dr. Ciumara has been a supporter of the condominium program and the Condominium Law from the beginning, and discussed these matters with Mayor Sturza before our meeting with him.

Mayor Sturza said he would like to have the program continue in Oradea and would give it the full support of City Hall.

9/2/96

*Training Center for Elected and Appointed Officials - Rodica Dudau (Craiova)*

We met with Rodica Dudau and Daniel Serban at the training center facilities in Craiova. The Center serves seven counties in the southwestern section of Romania. The Center was given start-up funds from the government of Romania, and is now financially self-sufficient.

The Center is a training institute for local government officials and staff. The participant fees are paid by local governments. The trainers which the Center uses come from different areas of the country. The Center often coordinates with the Foundation for Local Development and Public Services to obtain trainers.

Similar centers were to have been started in four other cities, but the individuals who were charged with the establishment of the institutions never followed through with obtaining government start-up funding. Therefore, the Center in Craiova is the only one of its kind in Romania.

The Center is fully equipped. It has several meeting rooms and classrooms of various sizes, an administrative staff, phone, fax, overhead projectors, and the like.

Earlier in August, the Center held a training seminar in property management, and it is scheduled to deliver a similar course in October.

Ms. Dudau expressed strong interest in having the Center participate in the condominium program, and would like to establish a regional branch of the training program in Craiova. She also offered to "host" and provide logistical support for the program's training of trainers in November.

While in Craiova, we met with the new Mayor, Vasile Bulucea, with whom we discussed the condominium program. Mayor Bulucea said that he would like to receive copies of the condominium materials used in Bra\_ov, Oradea, and Foc\_ani. He stated that he was in full support of the program, and would help to identify potential trainers or other experts, and to provide publicity for the program. We agreed that a press conference would be a good idea if a regional training and technical assistance center for the condominium program is established in Craiova.

Ms. Dudau also arranged a meeting for us with the General Manager of the Prefecture, Nicoleta Miulescu, who is a lawyer and is interested in participating in the condominium program. We also met the Vice Prefect, Marin Nicoli, who is familiar with the problems in the privatized housing and fully supports the condominium program.

9/3/96

*World Learning - Mark Parkison*



World Learning was established as part of the Democracy Network program in Central and Eastern Europe, to help set up NGOs in the areas of human rights, the environment, and social services. The organization performed a survey of NGOs throughout Romania for USAID to determine their capacity, and offered a basic training course for NGOs last year.

World Learning used the seven strategic objectives which are part of USAID's strategic re-engineering effort to categorize Romanian NGOs, to determine their current capabilities and their eligibility for capacity-building grants. The organization identified 27 eligible groups under all seven strategic objectives. World Learning will be offering a national workshop for these 27 NGOs in an effort to foster national advocacy activity.

Mr. Parkison named only two organizations that work with local governments: the Federation of Municipalities and the Foundation for Local Development and Public Services. He mentioned two organizations he thought might make possible partners in the national condominium training program: Opportunity Associates/Romania and Centras. Mr. Parkison explained that the staff of Opportunity Associates/Romania was trained in association and training management, and that the organization has substantial capacity for running training programs. He expressed confidence in the group's director, Dana Nicolescu. The group has an office in Bucharest and a network of trainers throughout the country. Centras is dedicated to the development of NGOs and is evolving into a membership group.

Finally, Mr. Parkison said that there are business centers in most judets which are attempting to establish small and medium enterprises.

9/4/96

*Opportunity Associates/Romania - Marilena Iliescu and Matt Nash (Bucharest)*

We met with Opportunity Associates/Romania (OAR), an NGO that specializes in training management, training of trainers, and NGO development. We met with Marilena Iliescu, Project Director of OAR, and Matt Nash, a Peace Corps volunteer who works full-time with OAR. The Executive Director of the organization, Dana Nicolescu, was abroad, but Ms. Iliescu had told her about the nature of our visit. Ms. Nicolescu expressed interest in learning about the planned expansion of the condominium program.

According to Ms. Iliescu, OAR offers a three-phase training of trainers program. The organization provides training in the management of NGOs, which includes modules on writing proposals and financial management. The trainers in the organization's network have design and process skills. The organization has trained

people in many parts of the country and are in the fledgling stages of setting up regional centers in Constan\_a, Cluj, Ia\_i, and Timi\_oara.

OAR was an outgrowth of Support Center International, a USAID-funded program which provided training for NGOs which specialized in programs for disadvantaged children. The organization received funds from UNICEF. OAR received start-up funds from an American organization - Opportunity Associates USA.

OAR currently has two staff members - Ms. Nicolescu and Ms. Iliescu, with Matt Nash working as a volunteer. They expect to hire an accountant. (They previously had an accountant through Support Center International.) The organization currently works with 10 to 15 trainers, some of whom have been through content as well as process training. Fifty persons have "graduated" from the organization's training of trainers program. Three trainers are engaged for each training session.

We discussed the background of the condominium program, the demonstration programs in Bra\_ov, Oradea, and Foc\_ani, and how the upcoming Housing Law will necessitate the expansion of the program to a national scale. We also explained the proposed structure for the nationwide program, with an administrative coordinator in Bucharest, and regional training centers in Bucharest and several other cities.

Ms. Iliescu was very interested in discussing the possibility of OAR's participation in the program with Ms. Nicolescu.

*Elena Porumb, Professor of Management in Oradea*

Elena Porumb, who lives in Cluj but teaches in Oradea, attended the Habitat training of trainers program with Ms. Vasilache. She is currently attempting to set up a regional training center, similar to Ms. Dudau's, in Cluj, but without government funding.

There are eight universities in Cluj. Ms. Porumb spoke with the Vice-Rector of the Technical University, who said the university would be willing to provide one or two rooms for office space to the organization, plus classroom space which could be rented on an as-needed basis. Ms. Porumb also spoke with the Economics University in Cluj, but was told that there was no available space there.

According to Ms. Porumb, the City of Cluj is interested in new styles of leadership and development. She has received two letters of support for her endeavors from the City.

Ms. Porumb has been involved in some programs with World Learning, and acts as a facilitator in public participation forums. She teaches management of both public

and private institutions, as well as service management. She knows trainers and participants in various cities. She has worked with regie directors and has trained local officials. In addition, she has trained others to be trainers in total quality management. She has provided training both in methodology and in content. She will be a co-trainer in leadership courses which are being offered by the Foundation for Local Development and Public Services.

Ms. Porumb discussed the issue of why a center such the one in Craiova has not been created in Cluj (which is one of the cities designated by the government for such a program). She said that there such a "center," which exists in name only; no program has been established. The prefecture was apparently responsible for the establishment of the center, but was resistant because the center was to be run independently of the government.

We discussed plans for the nationwide expansion of the condominium program. Ms. Porumb, who only teaches in Oradea one day per week, expressed interest in participating in the program in some way.

### **III. Recommendations**

#### *A. Locations*

*Regional Centers.* We used two primary objective factors in determining appropriate locations for the training and technical assistance centers: identification of regions by geographic and cultural affinity, and ease of transportation from place to place within the region. An additional, more subjective factor was assessing the capability of available institutions and individuals.

Outside the City of Bucharest, Romania divides into 5 geographic and cultural regions: (1) Wallachia (Oltenia), which covers the south central and southwestern areas of the country; (2) the northwest and central parts of Transylvania; (3) Eastern Transylvania; (4) Moldavia, which covers the northeast and eastern part of the country; and (5) the southeastern part of the country which includes the delta and coastal areas.

Cities within these respective regions share common cultural characteristics and are relatively easily accessible to one another by the country's major train lines. Conversely, travel between cities in differing regions can be quite difficult and time-consuming, often involving an overnight train ride or stop along the way.

Therefore, ideally there should be one regional center located within each area, as well as one to serve the City of Bucharest.

*National Coordinating Office.* We concluded that because of transportation accessibility, proximity to functioning institutions, and the location of other the Urban Institute project administration activities, the national coordinating office should be located in Bucharest.

*B. Assessment of Institutional and Individual Capacity*

We evaluated the ability of an existing institution or NGO to participate immediately in the condominium program according to the following criteria: (1) existing office space, communication equipment, and administrative infrastructure; (2) staff members with knowledge of methodology and content training; (3) accessibility to a network of potential trainers in the immediate region or other regions of the country; (4) an understanding of what would be involved in operating a national coordinating office or regional training and technical assistance center for condominiums; and (5) a desire to work with USAID/Urban Institute on the expansion of the condominium program. Focusing activities in locations where these conditions exist would be the most cost-effective and speedy way to start the national program.

Bra\_ov demonstration program coordinator Cicerone Stan conducted preliminary reconnaissance of institutional capacity before this trip began. (Mr. Stan's report is attached as Annex A.) It became clear both through Mr. Stan's research and the meetings we held during this trip with various NGO representatives throughout the country, that NGO activity in Romania exists more on paper than in reality. Outside of Bucharest, some organizations basically exist in name only, such as the Soros Foundation. Others, such as the Dialog and Pro Democracy branches, have small offices in various towns, with minimal space, no professional or administrative staff, and little capacity to accommodate additional program activities. Other donor organizations have been planning to open regional offices for several years, but have made little apparent progress toward that goal. (The Foundation for the Development of Civil Society, funded by EU Phare, is an example.)

Among the organizations with which we met, there appear to be only two that meet all the criteria listed above and would therefore be in a position to support and coordinate training and technical assistance activities in the immediate future: (1) Opportunity Associates/Romania, in Bucharest, and (2) Training Center for Elected and Appointed Officials, in Craiova. Written descriptions provided by these organizations are attached as Annexes B and C, respectively.

Other institutions and individuals we identified and met with have varying levels of potential to be useful participants. The Association of Experts in Public Administration has good potential for participating in the training and technical assistance program in Bucharest, because of the strong training background and experience of its director, Ana Vasilache. At this time, however, the organization has

no available facilities or equipment, and has major outstanding commitments for training programs through the end of the year and for ongoing programs to other donor agencies (primarily Soros) after that.

*National Project Office.* At the present time, it appears that the strongest candidate for the role of national coordinator is Opportunity Associates/Romania in Bucharest. A more careful assessment of OAR's capabilities must be made and discussions held with the director Dana Nicolescu, who was out of the country during our trip, before that decision can be finalized. Carol Rabenhorst plans to return to Bucharest briefly in October for that purpose<sup>3</sup>.

Nadia Ionescu, who has been working with the demonstration project since its inception, first as the interpreter/translator and later as the part-time program coordinator, will continue to serve a key role as a part-time consultant to the national coordinating office. She is extremely knowledgeable about the program and committed to its goals, and has demonstrated her capability to help organize and operate a national effort.

*Regional Centers.* With support from a national coordinating office with administrative capability and management experience, such as OAR could provide, the Association of Experts in Public Administration (Ana Vasilache) could serve as the training and technical assistance center for the City of Bucharest.

The Training Center for Elected and Appointed Officials of Craiova (Rodica Dudau) appears to be in a position to function as the center for the south central and southwestern region (Wallachia) immediately after the training of trainers in November.

The three existing teams of experts who implemented the demonstration program provide valuable resources that probably can be leveraged with additional local trainers, fledgling institutions and NGOs into fully functional regional centers. The experts have thorough knowledge of the subject matter and experience with organizing owners' associations, and have demonstrated their commitment to the program and expressed their willingness to continue with it. Their cities -- Bra\_ov, Oradea, and Foc\_ani -- are strategically located to provide coverage in three of the other five identified regions in Romania: eastern Transylvania (Bra\_ov); northwest and central Transylvania (Oradea); and Moldavia (Foc\_ani). In addition, the mayor of each city has expressed strong support of the program and offered office space as well as allocation of staff and administrative resources for its continuation.

---

<sup>3</sup> Carol Rabenhorst and Francis Conway met with Ms. Nicolescu in Bucharest on October 3, 1996. The meeting confirmed al analysis that OAR is the most promising candidate for the National Project Office.

The expert teams must be integrated into organizational structures in their respective locations. In Bra\_ov, there is at least nascent organizational assistance available in from the Pro Democracy and Dialog office. In Oradea, Elena Porumb is an experienced trainer who knows other trainers and has a teaching position at the university in Oradea. At the present time, she has neither office space nor administrative infrastructure, and her available time for free-lance training is fully committed through the end of the year, but after that she could be of assistance to the program both as a trainer in western Transylvania and leader of activities in Cluj. The team in Oradea can work with Ms. Porumb to identify counterparts and perhaps establish a satellite office in Cluj.

With regard to Foc\_ani, we learned of no relevant organized NGO institutional activities in larger cities in Moldavia, such as Ia\_i or Suceava. We should continue to explore those locations for supporting organizations and resources, but in the meantime, the team in Foc\_ani can continue to disseminate the training, probably using office space provided by the city, and work with prospective participants in surrounding cities that we can identify and train as time goes on.

The only area for which we have identified no coverage is the southeastern region. The major city there is Constan\_a. We have the name of a Habitat-trained contact there, Adina Pintiliuc, whom we were unable to meet with during this trip. There is established Pro Democracy and Dialog activity in Constan\_a, and OAR intends to open a regional center there. These contacts will be pursued at the first available opportunity.

OAR also has training contacts and intends to establish regional centers in Cluj, Ia\_i, and Timi\_oara, in addition to Constan\_a. As appropriate, we will continue to work on identifying and bringing in these and other new resources which develop either through this program or through other donor or NGO activities. For example, all of the Pro Democracy and Dialog offices should be contacted and invited to participate in the program.<sup>4</sup>

However, we must start with what we have, to get the program off the ground as soon as possible to meet anticipated demand resulting from recent passage of the Condominium Law.

### *C. Conclusions*

For the immediate future, it would appear most logical to base regional centers in the cities of Bucharest, Craiova, Oradea, Bra\_ov, and Foc\_ani, because of the

---

<sup>4</sup> The regional Small Business Centers set up as foundations by US universities with USAID funding could be useful, icularly later in the program when we begin training in more advanced property management skills and service delivery.

availability in each location of either trained trainers or condominium experts, existing or strong potential for office space and administrative infrastructure, and supportive institutions. The regional coordinators could be as follows: Ana Vasilache of Foundation for Local Development and Public Services (Bucharest); Rodica Dudau of the Training Center for Elected and Appointed Officials (Craiova); Cicerone Stan, expert team coordinator, in cooperation with the local Pro Democracy/Dialog office (Bra\_ov); Ionel Vila, expert team coordinator, in cooperation with Elena Porumb of Oradea/Cluj (Oradea); and Nicolae Vlasceanu, expert team coordinator (Foc\_ani).

An additional regional center should be developed at a later date in Constan\_a, to cover the delta and coastal areas.

#### **IV. Next Steps**

Urban Institute will need to do the following to complete the organizational framework:

1. Determine a national program director, and establish the necessary contractual relationship;
2. Finalize decision on location of regional centers, finalize selection of regional coordinators and establish the necessary contractual relationships;
3. Finalize logistical arrangements for Training of Trainers course in mid- to late November, after the national elections.

**ANNEX A**

**REPORT ON RECONNAISSANCE FOR EXPANSION  
OF THE CONDOMINIUM PROGRAM  
IN ROMANIA**

**by  
Cicerone Stan, Consultant**

In accordance with the agreement with The Urban Institute, this report consists of preliminary information for extending the condominium training program on a nationwide basis.

*1. Potential Participation of Existing Experts to Continue in the Condominium Program*

The condominium program was developed in three Romanian cities: Bra\_ov, Oradea, and Foc\_ani, where pilot owners associations were established. The information obtained through the pilot projects was disseminated through seminars in cities throughout the counties in which Bra\_ov, Oradea, and Foc\_ani are the capitals. A public information campaign was undertaken, and a video was made based on the experience of the Bra\_ov team of experts. The experts which have participated in the program through the present are as follows:

Bra_ov:	Cicerone Stan Elisabeta Farcas Iosif Gulacsi Mihai Preda
Oradea:	Ionel Vila Gheorghe Stei Stefan Stoicea Gheorghe Chirila Florin Popovici
Foc_ani:	Adriana Vizitiu Rodica Tiganus Nicolae Vlasceanu Monica Ganea

All of these experts are interested in continuing their work with the program in some form (e.g., regional administration, introductory training, specialized training) according



to the future structure of the program. They would each like to obtain additional information about how the program will be organized.

Some of the above may wish to be the Regional Administrator for their area, but in general, everyone needs to have more information before they make a commitment (such as estimated duration of the program, level of effort required over the length of the program, etc.).

## 2. *The Association of Experts in Public Administration*

Ms. Ana Vasilache, of the Association of Experts in Public Administration, provided information regarding the individuals who participated in the Habitat training of trainers program. They are as follows:

Doru Bularda	Bucharest (Ministry of Public Works) Telephone Number: 01-410-1933, ext.1405
Cristina Petrache	Bucharest (Ministry of Public Works) Telephone Number: 01-410-1933, ext. 1086
Elena Porumb	Cluj Telephone Number 064-139-897 Fax Number 064-412-298
Rodica Dudau	Craiova Telephone Number 051-429-873 Fax Number 051-429-874
Cristina Creosteanu	Bra_ov (City Hall) Telephone Number 068-41-6550
Raluca Aron	Ploie_ti Telephone Number 044-130-942

All of those listed above were contacted. Two, Doru Bularda and Cristina Petrache, said that they are employed in jobs that preclude their active participation in the program. One person, Raluca Aron, said she was not interested. Cristina Creosteanu is interested in playing a role in the Brasov region. Two are interested in the possibility of collaboration in establishing Regional Centers in different towns. These are as follows:

- Rodica Dudau, who is the Director of the County Center for Professional Advancement of the Elected Representatives and Public Clerks in Local Public

Administration in Craiova. This center was established through a governmental decision. Ms. Dudau has demonstrated her willingness and desire to collaborate with The Urban Institute's condominium program. The Center has the necessary equipment and facilities to potentially serve as a site for one of the Regional Centers. (Attachment 1 is a translation of a fax received from Ms. Rodica in which she discusses the particulars of the office). Based on what is known about Ms. Dudau and the Center and the location of Craiova within the southwestern section of Romania, Craiova appears to be one of the logical cities into which the condominium program may be expanded

- Elena Porumb said she expects to establish an office of the Association of Experts in Public Administration in Cluj in September, which will be fully equipped. Ms. Porumb estimated that she would be able to devote one and a half weeks per month to the condominium program.

### *3. EU-PHARE-financed Local Government Training Centers*

The PHARE program has financed training centers for Public Administration in Craiova and Calarasi (Slobozia), but only the center in Craiova is currently functioning (see above description).<sup>5</sup> Preliminary contact was made with the Center for the Development of NGOs which is financed by PHARE/Soros through the Foundation for the Development of Civil Societies (the two organizations are located in the same building). The organization was newly created to provide financing and/or technical assistance to NGOs. They have apparently begun to receive applications for financial assistance. Unfortunately, their database, which contains information about Romanian NGOs, is not yet operational. It would be useful to receive information from the database when it is functioning.

Contact Person: Simona Popovici (Coordinator for Training and Development)

Telephone Number: 01-330-0030, ext.202

### *4. Training or Educational Institutions in the Target Cities*

Considering that some of the target cities for expansion of the condominium program have been Cluj, Sibiu, Craiova, Constan\_a, we tried to identify NGOs in those cities which could potentially be involved in the program in some capacity. One of the organizations which were contacted was Pro-Democracy. Pro-Democracy has a strong organization which has a presence in many areas throughout the country. In addition, Pro-Democracy is familiar with and supports the condominium program. In

---

<sup>5</sup>EU/PHARE has financed two NGOs, one in Ploiesti and another in Baia Mare, but it is not known at present whether or not these are functioning organizations.

Brasov, the team collaborated with Pro-Democracy, which helped to disseminate program information.

Dialog is a program which was sponsored by Pro-Democracy, and is funded by the German-Marshall Fund and USAID. Ms. Anca Pantea, who is the national head of the Dialog program, provided a contact in Sibiu - Mr. Bogdan Marina (telephone number 069-212-999), and one in Focsani. The Centers of Pro Democracy in Brasov and Sibiu have office space and equipment, but the offices are quite small.

Another potential organization to contact regarding the program is the Civitas Foundation in Odorheiul Secuiesc. The contact person is the Vice-Mayor, Bunta Levente.

A Pro Democracy office is located in Constan\_a. However, no other NGOs were identified either in Constan\_a or in Ia\_i.

##### *5. Recommendations for Additional Regional Centers*

In determining the location of the Regional Centers for the Condominium Program, the following factors must be taken into consideration:

- geographical distribution;
- the level of cooperation which might be expected from the local administrations;
- cultural compatibility of the counties within a region;
- regional political mentality;<sup>6</sup> and
- the location of potential trainers and the training coordinator

An appropriate distribution of the Centers could be as follows:

Bucharest: covering the Muntenia area, including the counties of Dimbovita, Prahova, Giurgiu, Calaras, Ialomita, Braila, Buzau.

Craiova: covering the Oltenia (Wallachia) area, including the counties of Mehedinti, Gorj, Dolj, Olt, Arges, Valcea, and Teleorman.

Bra\_ov: covering the eastern part of Transylvania, including the counties of Bra\_ov, Sibiu, Mares, Harghita, Covasna.

---

<sup>6</sup>It is important to establish Regional Centers which cover areas where the majority of inhabitants are of the same political persuasion.

Oradea: covering the Banat and western Transylvania, including the counties of Bihor, Salaj, Cluj, Bistrita-Nasaud, Maramures, Satu-Mare.

Focsani: covering the Moldavia area, including the counties of Vrancea Galati, Bacau, Vaslui, Neamt, Iasi, Botosani, Suceava.

Constan\_a: covering the delta and coastal regions.

## 6. Conclusion

In discussions with the representatives of the various institutions queried, it was easy for the author to explain how the condominium program has progressed thus far. However, it was not possible for the author to adequately explain what USAID/The Urban Institute has in mind in terms of a collaborative model. Some of the institutions contacted wanted to know more about the source of funds for the program and more specifically, what they would be able to gain from this collaboration. The author diplomatically avoided answering these questions directly.

Also, the experts from Bra\_ov, Oradea and Focsani are concerned about the continuation of their involvement in the program because USAID/The Urban Institute are looking to collaborate with other institutions and individuals.

It is the author's opinion that it would make the most sense to create Regional Centers in the areas in which USAID already has existing programs - Bra\_ov, Oradea, Foc\_ani - with a National Office in Bucharest. In addition, if a suitable arrangement can be made with the County Center for Professional Advancement of the Elected Representatives and Public Clerks in Local Public Administration in Craiova, a fifth office could possibly be added relatively quickly. When these offices are firmly established and operating, the Bra\_ov team could establish a relationship with the City of Constan\_a, and train trainers in anticipation of opening a sixth Regional Center.<sup>7</sup>

There are several reasons for this. First, it makes sense to establish offices where there are already experts who are trained in the program, and where there is support for the program from City Hall. Secondly, to establish offices where there currently is no USAID presence, where only small NGOs exist with limited capacity, office space, equipment, and administrative support, and where there are no individuals who are familiar with, let alone knowledgeable about the program, may end up being more expensive and time-consuming than starting up brand new offices from scratch.

---

<sup>7</sup>An official from the City Hall, Division for Urban Planning, Adina Pintiliuc, contacted me and indicated that the City was rested in participating in the condominium program. Contact should be established with the mayor of Constan\_a. If a pilot project is to be established in Constan\_a, and a team of experts were trained there, it would be a good potential site for a Regional Center.